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NRO REVIEW
COMPLETED

MEMORANDUM FOR: Director, Office of Organizational
& Management Planning
Department of Defense

SUBJECT

: Charter Agreement between Secretary of
Defense and Director of Central Intelligence
on Management of the National Reconnaissance
Program [redacted]

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I. General

It is the opinion of the Central Intelligence Agency that the proposed agreement is generally a logical and workable charter for the management of the National Reconnaissance Program. It establishes a workable concept of what the National Reconnaissance Program and National Reconnaissance Office will do but does not specify how it will be done.

II. Specific recommendations for changes in the final form of this agreement are as follows:

A. Paragraph II. B. Change to read: "A Deputy Director appointed from among the officers and employees of the Central Intelligence Agency by the Director of Central Intelligence with the concurrence of the Secretary of Defense. The Deputy Director shall be in the chain of command between the Director NRO and the NRO staff and Program Directors and shall act for and exercise the powers of the Director NRO during his absence or disability. The Deputy Director NRO shall at all times be kept fully and currently informed as to all activities of the NRO. In addition, under the direction of the Director NRO, he shall be directly responsible for:

OSD has no objection to declassification and release.

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OSD review(s)
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"1. Supervising relations between the NRC and the United States Intelligence Board and its subcommittees, and the intelligence exploitation community.

"2. Supervising all NRP tasks assigned by the Director NRC to the Central Intelligence Agency.

"3. Performing such other duties as may be assigned by the Director NRC."

COMMENT: There is no reason why the Deputy Director should not be directly in the chain of command within the NRC organization. Paragraph II. B. 2 should be eliminated since it is ambiguous and is, in effect, covered under paragraph II. B. 3. Paragraph II. B. 3 should, therefore, be changed to paragraph II. B. 2 and the word "managing" eliminated since actual management within the Agency may be delegated to individuals other than the Deputy Director NRC.

B. Paragraph III. A. Change to read: "...of all projects for collection of intelligence and mapping and geodetic information through overflights over denied territory by collection systems but exclusive of normal DOD peripheral operations..."

COMMENT: The attempt to define or limit collection systems to aircraft, drones and satellites and intelligence to imagery and SIGINT is too detailed and confining for a paper of this type. Other collection systems, for example, balloons, might be utilized, and there are other intelligence areas besides imagery and SIGINT; for example, nuclear.

C. Paragraph III. B. Change to read: "Responding directly and solely to the intelligence collection requirements and priorities established by the United States Intelligence Board."

COMMENT: There could be other intelligence collection requirements other than imagery and electronic; for example, nuclear.

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D. Paragraph III. K. Delete the last sentence of this paragraph.

COMMENT: This is a detail which would be more properly included in a budget and funding procedure to be written after the approval of this charter agreement.

E. Paragraph III. L. Add the following sentence to this paragraph.

"Funds expended or obligated under the authority of the Director of Central Intelligence under Public Law 110 will be administered and accounted for by CIA."

COMMENT: As very substantial expenditures will be certified by the Director as expended for confidential purposes under the authority of Public Law 110, it is important to insure that, as regards these expenditures, the accounting procedures established by the Agency to preserve security, etc., are observed.

F. Paragraph IV. C. Change to read: "Assign all programs, projects and functional tasks to appropriate elements of the Department of Defense and the Central Intelligence Agency as necessary for the efficient management of the National Reconnaissance Program. The assignment of major programs will be as agreed upon by the Director NRO and the Deputy Director NRO. In case of disagreement on the assignment of major programs, the disagreement will be referred to the Secretary of Defense and the Director of Central Intelligence for resolution."

COMMENT: There is no such thing in management as "project tasks." Responsibilities are divided by either programs or projects, or by functional areas, or a combination of both. As written, this paragraph implies that the division of responsibilities between the Department of Defense and the Central Intelligence Agency will be made on a functional basis and not a program or project basis. Furthermore, in a strict interpretation, this paragraph, as written, could give the Director NRO absolute power to transfer major programs without further consent of either the Department of Defense or the Central Intelligence Agency.

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G. Paragraph VI. Paragraph VI, as written, should become paragraph VII. Paragraph VI should be as follows:

"VI. The implementation of this agreement will be by the establishment of appropriate directives and procedures as determined by the Director NRO and the Deputy Director NRO. In the event of disagreement as to the mechanics of implementing this charter, the area of disagreement will be referred to the Secretary of Defense and the Director of Central Intelligence for decision."

COMMENT: This agreement does not and should not attempt to resolve many of the disagreements between the Department of Defense and the Central Intelligence Agency which have come up in the past. Such disagreements have been over how the National Reconnaissance Program would be implemented. A paragraph such as recommended above provides both parties with some recourse in the event these problems cannot be resolved within the NRO management levels established by this agreement. In addition, a charter agreement of this type should provide general guidance on the mechanics of its implementation.

Lyman B. Kirkpatrick
Executive Director

Signature recommended:

(Signed) J. C. Redford
AD/OSA

AD/OSA:JCL:jr (8 Mar 63)

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4 March 1963

Mr. Solis Horwitz, Director
Organizational and Management Planning
Office of the Secretary of Defense
Washington 25, D. C.

Dear Mr. Horwitz:

Thank you very much for sending me the draft of the agreement on NRP. We will go to work on it right away and give you our views as quickly as possible. However, Pete Scoville is out of the city for a couple of days and we would like to afford him the opportunity to look at it before we give a final answer. I will be in touch with you shortly.

Sincerely yours,

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick
Executive Director

cc: DD/R

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**AGREEMENT BETWEEN
THE SECRETARY OF DEFENSE AND
THE DIRECTOR OF CENTRAL INTELLIGENCE
ON
MANAGEMENT OF THE NATIONAL RECONNAISSANCE PROGRAM**

I. Management of the National Reconnaissance Program

A. To insure that the particular talents, experience and capabilities within the Department of Defense and the Central Intelligence Agency are fully and most effectively utilized in the establishment, management and conduct of the National Reconnaissance Program, the Secretary of Defense and the Director of Central Intelligence hereby agree that the Secretary of Defense shall be the Executive Agent for the National Reconnaissance Program, which shall be developed, managed and conducted in accordance with policies and guidance jointly agreed to by the Secretary of Defense and the Director of Central Intelligence.

B. To carry out his responsibilities as Executive Agent for the National Reconnaissance Program, the Secretary of Defense will establish as a separate operating agency of the Department of Defense a National Reconnaissance Office under the direction, authority and control of the Secretary of Defense.

C. In the execution of their respective responsibilities the Secretary of Defense and the Director of Central Intelligence may designate appropriate officials of the Office of the Secretary of Defense and the Central Intelligence Agency to examine and monitor on their behalf the activities of the National Reconnaissance Office.

II. Organization and Command of the National Reconnaissance Office

The National Reconnaissance Office shall consist of:

A. A Director appointed from among the officers and employees of the Department of Defense by the Secretary of Defense with the concurrence of the Director of Central Intelligence, who shall devote a major portion of his time to the business of the National Reconnaissance Office.

B. A Deputy Director appointed from among the officers and employees of the Central Intelligence Agency by the Director of Central

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*per the chain of command directly
under Director NRO et al.*

Intelligence with the concurrence of the Secretary of Defense. The Deputy Director NRO shall at all times be kept fully and currently informed as to all activities of the National Reconnaissance Program. Under the direction of the Director NRO he shall be responsible for:

1. Supervising relations between the NRO and the United States Intelligence Board and its subcommittees, and the intelligence exploitation community.
- selected*
2. Insuring that all directions of the Director, NRO, are carried out promptly within the Central Intelligence Agency.
3. Managing and supervising all NRP tasks assigned by the Director, NRO, to the Central Intelligence Agency.
4. Performing such other duties as may be assigned by the Director, NRO.

The Deputy Director shall act for, and exercise the powers of the Director, NRO, during his absence or disability.

C. Such personnel of the Army, Navy, Air Force, other components of the Department of Defense and the Central Intelligence Agency as shall be assigned on a full time basis to appropriate positions within the National Reconnaissance Office.

D. The chain of command shall run directly from the Secretary of Defense as Executive Agent to the Director, NRO. Guidance to the Director, NRO, shall be furnished by the Secretary of Defense as Executive Agent hereunder and by the United States Intelligence Board.

III. Functions and Responsibilities of the National Reconnaissance Office

Subject to the direction, authority and control of the Secretary of Defense, the National Reconnaissance Office, under the operational direction and control of its Director, is responsible for the management of all aspects of the NRP, including but not limited to, the:

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A. Development on a continuing basis for the approval of the Secretary of Defense and the Director of Central Intelligence of a single National Reconnaissance Program to consist of all projects for collection of intelligence, mapping and geodetic information through overflights over denied territory, by aircraft, drones, and satellites, both imagery and SIGINT exclusive of peripheral operations. Maximum use will be made of appropriate technical and operational capabilities and resources of the Department of Defense, NSA and CIA to support all collection and processing projects.

B. Responding directly and solely to the imagery and electronic signal (SIGINT) collection requirements and priorities established by the United States Intelligence Board.

C. Scheduling all missions for overflights in the National Reconnaissance Program, obtaining appropriate clearances where required from higher authority. *Schedule*

D. Execution of all NRP flights over denied territory, employing appropriate capabilities, facilities and resources of the Department of Defense and the Central Intelligence Agency.

E. Initial imagery processing, titling, production and delivery of the collected product to the users as specified by the USIB.

F. Decommunization, conversion, technical correction and reconstruction of the collected electronic signal data to yield a usable collection product, and delivery of such collection product in proper format together with associated data necessary for exploitation to the NSA or other user as specified by the USIB.

G. Engineering analysis of all collection systems to correct the problems that exist on the operating systems as well as to provide information for new systems.

H. Planning and conduct of research and development of future NRP projects, utilizing appropriate resources and capabilities of the DoD, CIA and private contractors.

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I. Presentation, as required, of all aspects of the NRP to the Special Group and the President's Foreign Intelligence Advisory Board.

J. Maintenance of a uniform system of security procedures and control in accordance with security policy established for the NRP by the Director of Central Intelligence.

K. Preparation of budget requests for all NRO programs, and presentation and substantiation of such budget requests to the Secretary of Defense and the Director of Central Intelligence, the Bureau of the Budget and Congressional Committees. CIA will include in its budget presentation to the Bureau of the Budget and Congressional Committees the identity of those NRP tasks which are assigned to CIA and which are to be financed from NRO resources.

L. Direction and management of the application of, and administration of all funds made available for the National Reconnaissance Program. New sub-paragraph L.

M. Rendition of status of funds reports and analyses.

New sub-paragraph N added

IV. Authorities

The Director, National Reconnaissance Office, in connection with his assigned responsibilities for the National Reconnaissance Program, shall be authorized to:

A. Organize, staff and supervise the National Reconnaissance Office.

B. Establish, manage and conduct the National Reconnaissance Program.

C. Assign all project tasks such as technical management, contracting, etc., to appropriate elements of the DoD and the CIA, changing such assignments, and taking any such steps he may determine necessary to the efficient management of the NRP.

New sub-paragraph D added

V. Relationships

A. In carrying out his responsibilities for the National Reconnaissance Program, the Director, National Reconnaissance Office shall:

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1. Report directly to the Secretary of Defense and shall keep him and the Director of Central Intelligence currently informed on the NRO and the NRP. In addition he shall keep such officials of the Department of Defense and the Central Intelligence Agency as the Secretary of Defense and the Director of Central Intelligence may respectively designate under the provisions of paragraph I C to examine and monitor the National Reconnaissance Program on their behalf, personally informed on a regular basis, or on request, on the status of projects of the National Reconnaissance Program.

2. Establish appropriate liaison between the National Reconnaissance Office and the United States Intelligence Board, the Joint Chiefs of Staff, the Defense Intelligence Agency, and the National Security Agency.

3. Where appropriate make use of qualified personnel of the Department of Defense and the Central Intelligence Agency as full-time members of the National Reconnaissance Office.

4. Make maximum utilization of appropriate technical and operational capabilities and resources of the Department of Defense, the National Security Agency and the Central Intelligence Agency to support all collection and processing programs including but not limited to, electronic signal and imagery programs.

B. Officials of all elements of the Department of Defense and the Central Intelligence Agency shall provide support within their respective authorities to the Director, National Reconnaissance Office as may be necessary for the Director to carry out his assigned responsibilities and functions. Streamlined management procedures shall be utilized whereby individual project directors will report directly to the Director, National Reconnaissance Office. The Director, National Reconnaissance Office shall be given support as required from normal staff elements of the military departments and agencies of the Department of Defense and of the Central Intelligence Agency concerned, although these staff elements will not participate in those project matters except as he specifically requests, and these projects will not be subject to normal Department of Defense or Central Intelligence Agency staff review.

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VI. Effective Date

This agreement is effective upon signature and supersedes the
DoD-CIA NRO Agreement dated 2 May 1962.

February 1963

John A. McCone
Director of Central Intelligence

Roswell Gilpatric
Deputy Secretary of Defense

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Changes suggested by Dr. Scoville:

Will

Page 3, Section III.

C. Scheduling all missions for overflight in the NRP and obtaining appropriate clearance where required from higher authority. The conduct of all NRP flights over denied territory will be carried out by appropriate capabilities, facilities and resources of the DOD and CIA.

D. Eliminate. The present wording of D is unclear as to the degree of responsibility NRO would have for actual operations. For example, it would not appear desirable or feasible to transfer the control of SAC operations over Cuba from SAC and the JRC to NRO.

Page 4, Section III.

Add a paragraph N. Public releases of information will be the responsibility of the DNRO subject to the security guidance of CIA.